

**FORMULASI STRATEGI DI KALANGAN
SYARIKAT – SYARIKAT PENERBANGAN NASIONAL
INDONESIA: SATU KAJIAN KES**

**Tesis Diserahkan Kepada Sekolah Siswazah Universiti Utara Malaysia
Bagi Memenuhi Sebahagian Daripada Pengijazahan
Ijazah Doktor Falsafah**

**oleh
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KEBENARAN MERUJUK TESIS

Tesis ini dikemukakan sebagai memenuhi sebahagian daripada pengijazahan Ijazah Doktor Falsafah, Universiti Utara Malaysia (UUM). Saya bersetuju membenarkan pihak perpustakaan UUM mempamerkannya sebagai bahan rujukan. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik adalah dibolehkan dengan kebenaran Penyelia tesis atau Dekan Sekolah Siswazah. Sebarang bentuk salinan atau cetakan bagi tujuan komersil dan membuat keuntungan adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penulis dan UUM perlulah dinyatakan jika sebarang bentuk rujukan dibuat ke atas tesis ini.

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ABSTRAK

Memerhatikan kelangsungan hidup bagi suatu syarikat adalah masalah strategis, dan sangat berkait rapat dengan proses pengurusan strategi. Sebelum sesuatu strategi diimplemantasikan, perlu disusun atau diformulasikan terlebih dahulu. Tujuan penyelidikan ini ialah untuk mengkaji pengurusan strategik dikalangan syarikat-syarikat penerbangan nasional berjadual di Indonesia. Lebih khusus lagi, penyelidikan ini mengkaji tentang model-model formulasi strategi yang digunakan oleh syarikat penerbangan di Indonesia.

Metod penyelidikan yang digunakan adalah kajian kes dengan mengambil hampir semua syarikat penerbangan di Indonesia iaitu: enam sampel syarikat penerbangan nasional berjadual yang terdiri daripada empat buah syarikat penerbangan lama (iaitu Garuda, Merpati, Mandala dan Bouraq) yang telah beroperasi sejak 1970; dan dua buah syarikat penerbangan baru (iaitu Pelita Air dan Star Air) yang beroperasi sekitar tahun 2000.

Hasil daripada penyelidikan yang dijalankan menunjukkan bahawa strategi menduduki urutan (ranking) ketiga daripada sembilan unsur yang menjadi perhatian utama pengurusan syarikat penerbangan berjadual di Indonesia di mana urutan (ranking) yang pertama merupakan ranking tertinggi. Dalam formulasi strategi, sebanyak tiga buah syarikat penerbangan berjadual di Indonesia menggunakan Model David, model-model lain yang digunakan adalah *Balanced Scorecard*, Ansoff, Sun Tzu, Hitt, Mintzberg dan strategi Canvas. Kesemua keenam-enam syarikat berkenaan menggunakan analisis SWOT. Alat bantu analisis lainnya antara lain ialah matriks BCG, matriks TOWS dan Matriks Profil Persaingan. Beberapa model formulasi strategi dianggap penting atau dapat menjadi alternatif iaitu: Model-model Sun Tzu, Hitt, *Balanced Scorecard*, Ansoff, Mintzberg, David, dan strategi Canvas. Sebanyak lima buah syarikat menyatakan tidak ada model formulasi strategi khusus untuk syarikat penerbangan. Kesemua syarikat berkenaan berpendapat bahawa analisis SWOT dapat digunakan pada masa hadapan.

ABSTRACT

Successfully maintaining the operations of airline companies is a strategic problem that requires a strategic management process which begins with strategy formulation prior to its implementation. The purpose of this study was to examine critically the strategic management among the national airline companies in Indonesia. More specifically, this study attempted to analyse the models for the formulation of strategies that were used by airline companies in Indonesia.

This study employed the case study method, which involved six airlines that were almost scheduled airline companies in Indonesia. They consisted of four airlines (i.e. Garuda, Merpati, Mandala dan Bouraq) with long years of experience since the 1970s, and two newly formed airlines (i.e. Pelita Air and Star Air), which started operations and scheduled flights in the year 2000.

The results of the study revealed that strategy was ranked third amongst nine items of importance in the strategic management of scheduled airline companies in Indonesia, where the first ranked item was considered the most important. There were three scheduled airline companies which practised the strategy formulation model developed by David, while the other companies used other models or methods, such as the Balanced Scorecard, Sun Tzu, Hitt, Mintzberg and Canvas, as a basis for formulating their strategies. According to the five airline companies, there was no specific strategic formulation model that can be used for the airline industry in Indonesia. All of the airline companies in this case study used SWOT analysis for auditing purposes. Other technical analyses employed included the BCG matrix, the TOWS matrix and the Competitive Profile matrix. The six airline companies indicated that they would continue to use SWOT analysis, and five of them had stated that SWOT analysis would not be replaced.

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DAFTAR SINGKATAN PERKATAN

AFTA	= Asean Free Trade Area
APEC	= Asia Pacific Economic Cooperation
ASEAN	= Association of South East Asia Nations
AVS	= Available Seat
BCG	= Boston Consulting Group
BOC	= Board of Commissioners
BOD	= Board of Directors
BSC	= Balanced Scorecard
BUMN	= Badan Usaha Milik Negara (SOEs = State-Owned Enterprises)
CAA	= Civil Aeronautical Authority
CAB	= Civil Aeronautical Board
CEO	= Chief Executive Officer
CIS	= Computer Information Systems
CRS	= Computer Reservation Systems
DAS	= Dirgantara Air Service
DAPEN	= Dana Pensiun
DEA	= Data Employmen Analysis
DEPPINDO	= Dewan Ekonomi Syarikat Penerbangan Niaga Indonesia
DSKU	= Direktorat Sertifikat Kelaikan Usaha
EFE	= External Factor Evaluation

EFAS	= External Factor Analysis Summary
EIS	= Executive Information System
EU	= European Economic Union
FDI	= Foreign Direct Investment
GIA	= Garuda Indonesia Airways
GATT	= General Agreement on Tariffs and Trade
GE	= General Electric
IATA	= International Air Transport Association
ICAO	= International Civil Aviation Organization
ICSA	= Indonesian Costumer Satisfaction Award
ICT	= Information Communication Technology
IFAS	= Internal Factor Analysis Summary
IFE	= Internal Factor Evaluation
INACA	= Indonesian National Air Carriers Association
IO	= Industrial Organization Economics
KNILM	= Koninklijke Nederlandsche Indische Luchvaart Maatschappij
KOKAR	= Koperasi Pekerja Merpati
KPI	= The Key Performance Indicators
KPPU	= Komisi Pengawasan Persaingan Usaha
MAS	= Malaysian Airlines System
MBO	= Management By Objectives
MBOs	= Management By Outs

MDF	= Multi Divisional Form
MFN	= Most Favored Nation Status
MIS	= Management Information System
MMF	= Merpati Maintenance Facility
MNA	= Merpati Nusantara
NAFTA	= North America Free Trade Agreements
NIC's	= Newly Industrializing Countries
OB	= Organizational Behavior
OECD	= Organization for Economic Cooperation and Development
OTIT	= Opportunities and Threats in Information Technology
OTP	= On Time Performance
PAL	= Philippine Airlines
PDB	= Produk Domestik Bruto
PDIP	= Partai Demokrasi Indonesia Perjuangan
PELITA	= Pembangunan Lima Tahun
PIMS	= Profit Impact of Market Strategy
PKB	= Partai Kebangkitan Bangsa
PLC	= Product Life Cycle
PNB	= Produk Nasional Bruto
PPP	= Partai Persatuan Pembangunan
QFD	= The Quality Function Deployment
QSPM	= Quantitative Strategy Planning Matrix
RI	= Republik Indonesia

RPK	= Revenue Passenger Kilometers
RTK	= Revenue Ton Kilometers
ROI	= Return On Investment
SBU	= Strategic Business Units
SDM	= Sumber Daya Manusia
SFAF	= The Strategy Formulation Analytical Framework
SFAS	= Strategic Factor Analysis Summary
SIBK	= Sistem Informasi Berbasis Komputer
SIA	= Singapore Airlines
SLF	= Seat Load Factor
SSTPs	= Stable Strategic Time Period
SWIT	= Strengths and Weakness in Information Technology
SWOT	= Strengths Weaknesses Opportunities and Threats
SWOTIT	= Strengths – Weaknesses – Opportunities – Threats in Information Technology
TAS	= Total Attractive Score
TFP	= Total Factor Productivity
TG	= Thai Airways
TI	= Teknologi Informasi
TOWS	= Threats – Opportunities – Weaknesses - Strengths
TQM	= Total Quality Management
UPS	= United Parcel Service
VP	= Vice President

WEF	= World Economic Forum
WSF	= World Social Forum
WTO	= World Trade Organization

BAB I

PENDAHULUAN

1.1 Pengenalan

Perkembangan peniagaan angkutan udara di dunia dalam beberapa dekad yang lalu menunjukkan bahawa pengaturan pemerintah di banyak negara pada industri ini sangat ketat (Hanlon, 1996), dalam aspek ekonomi maupun bukan ekonomi, bersifat melindungi syarikat penerbangan negara tersebut serta menghindari persaingan (Kasper, 1988; Doganis, 1991).

Namun dengan adanya Akta Deregulasi Penerbangan pada bulan Oktober 1978 mulai terjadi deregulasi industri ini di Amerika Syarikat, menyangkut masalah pentarifan, biaya, rute dan struktur industri (Callison, 1982; Banfe, 1992; Williams, 1996). Sejak saat itu peranan pemerintah Amerika Syarikat berkurang, dan industri angkutan udara bergerak mengikuti sistem ekonomi pasar (liberal). Deregulasi juga berdampak terhadap angkutan udara antarabangsa dan industri angkutan udara di negara-negara lainnya, terutama setelah semangat globalisasi dan perdagangan bebas (free trade) semakin diimplementasikan (Kirby, 1984; WTO, 1994; OECD, 1997). Deregulasi juga berdampak pada ketatnya persaingan antara syarikat penerbangan untuk lebih efisien, fleksibel, dan berorientasi pengguna. Beberapa syarikat penerbangan berhasil memenangkan persaingan, sebagian lainnya harus merger dan akuisisi serta lainnya terpaksa tutup kerana bangkrup (Shaw, 1993; Hanlon, 1996).

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